

HOSPITAL AUTHORITY OF ALBANY-DOUGHERTY COUNTY

MINUTES OF THE MAY 16, 2019 MEETING

(Open Session)

Attendees:

Authority Board Members: Fred Ghiglieri, Dr. Kathy Hudson, Clinton Johnson, Dr. Michael Laslie, Ferrell Moultrie, Glenn Singfield, Sr., Dr. Tania Smith, and Nyota Tucker

Authority Legal Counsel: Tommy Coleman

Those Present on Behalf of Phoebe Putney Memorial Hospital, Inc.: Jessica Castle, Brian Church, Felicia Lewis, Ben Roberts, Scott Steiner, Tony Welch, Kim Whitley

Absent Authority Members: Joel Callins

Open Meeting and Establish a Quorum:

Chair Ghiglieri called the meeting to order at 7:30am in the Willson Board Room at Phoebe Putney Memorial Hospital. Mr. Ghiglieri thanked all Members for their attendance and participation and he observed that a quorum was present.

Approval of the Agenda:

The proposed Agenda had been previously provided to the Authority Members and a motion to adopt the proposed Agenda for the meeting was made by Dr. Tania Smith and seconded by Dr. Kathy Hudson. A copy of the Agenda as adopted is attached.

Approval of the Minutes:

The proposed Minutes of the February 21, 2019 open session meeting of the Authority had likewise been provided to Members prior to this meeting and the same were considered for approval. Dr. Kathy Hudson made a motion and Mr. Glenn Singfield seconded the motion, to approve the Minutes as previously provided. The motion passed unanimously by vote of all Members.

The proposed Minutes of the April 18, 2019 training session of the Authority had likewise been provided to Members prior to this meeting and the same were considered for approval. Mr. Clinton Johnson made a motion and Ms. Nyota Tucker seconded the motion, to approve the Minutes as previously provided. The motion passed unanimously by vote of all Members.

Financial Reports:

Brian Church, CFO of PPMH, Inc., presented and reviewed an interim financial report for the Authority's current fiscal year through March 30, 2019. A copy of the Authority's Financial Statements as presented by Mr. Church is attached.

PPMH, Inc. CEO and Operational Reports:

Scott Steiner, President & CEO of the Hospital and Health System, reported that one of his goals is to conduct a strategic refresh by engaging The Chartis Group. The process will begin next week and will take 4-5 months to complete with a 3-5 year plan as the result. He also reported on Highly Reliable Organizations. Mr. Steiner provided a Legislative update which included bi-partisan work on pharmacy level to address the lack of generic drugs and pricing increases. He also reported on the HB186 and how it will affect CON laws.

Mr. Steiner introduced and welcomed Mr. Tony Welch as the new Chief Human Resources Officer for the Phoebe Health System. Mr. Welch spoke on his background and his goals.

Ms. Kim Whitley presented information, including an *Inside Phoebe with Ben Roberts* video, on the Phoebe Care Command Center. She reported that the onset of flu season in January 2018 caused a gridlock in bed placement and increased boarding time in the emergency center and diversion hours. After the success of a mini command center, the search for a permanent command center model began. Teletracking was selected and a physical command center space was available in less than two months. Ms. Whitley reported on how the Care Command role was established and the next steps. A copy of Ms. Whitley's presentation is attached.

Mr. Steiner and Mr. Church reported on properties recently demolished on 4th Avenue. The area will be used for EC parking. They also reported on the LightHouse project, which will be located at the corner of 2nd Avenue and Monroe Street. A copy of their presentation is attached.

Training Class of April 18, 2019 Next Steps:

Chair Ghiglieri asked that board member submit ideas on what would trigger the next training session to the ad hoc committee members. Suggestions will be brought back to the August meeting for discussion and approval.

Ad Hoc Committee on Hospital Authority Benchmarking Update:

Chair Ghiglieri and Ms. Tucker provided an update on Authority benchmarking. They reported on a conference call held March 21, 2019 with Ms. Vicky Curtis of Hall County / Gainesville, which included information on webinars available via The Governance Institute website. Ms. Tucker also reported the intent is to determine the best practice for the responsibilities of the Authority. The Committee will report back at the August meeting.

Closing of the Meeting:

A motion was made by Mr. Ferrell Moultrie, seconded by Dr. Kathy Hudson to close the meeting for the purposes of: (i) engaging in privileged consultation with legal counsel; (ii) to discuss potentially valuable commercial plans, proposals or strategies that may be of competitive advantage in the operation of Phoebe Putney Memorial Hospital or its medical facilities, or (iii) to discuss confidential matters or information pertaining to peer review or provided by a peer review organization as defined in O.C.G.A. §31-7-131.

Chair Ghiglieri polled each individual Authority Member present with respect to his or her vote on the motion and the vote of each of the Members is shown below, with no Member opposing:

Fred Ghiglieri	Yes
Dr. Kathy Hudson	Yes
Clinton Johnson	Yes
Dr. Michael Laslie	Yes
Ferrell Moultrie	Yes
Glenn Singfield, Sr.	Yes
Dr. Tania Smith	Yes
Nyota Tucker	Yes

The motion having passed, the meeting closed.

Open Session Reconvened:

Following unanimous vote of all Members in attendance at the conclusion of the Closed Session, the meeting reopened.

Mr. Steiner reported on the recent LeapFrog scores in which Phoebe Putney Memorial Hospital received a score of B. He also noted that Phoebe Sumter Medical Center received a score of A.

Adjournment:

There being no further business the meeting was adjourned.

AGENDA

HOSPITAL AUTHORITY OF ALBANY-DOUGHERTY COUNTY, GEORGIA

(OPEN SESSION)

Meeting of May 16, 2019
(Willson Board Room)

- | | | |
|-------|---|------------------------------|
| I. | Open meeting and establish quorum | Chair |
| II. | Consider Approval of Agenda (draft previously provided to Members) | Chair |
| III. | Speaker Appearances (if applicable) | Chair |
| IV. | Consideration of Open Session Minutes of February 21, 2019 meeting and April 18, 2019 training session (draft previously provided to Members) | Chair |
| V. | Financial Reports | Brian Church |
| | a. Hospital Authority Financial Update | |
| VI. | Phoebe Putney Memorial Hospital, Inc. CEO and Operational Reports | Scott Steiner |
| | a. Introduction – Tony Welch, CHRO | |
| | b. Phoebe Command Center | Kim Whitley |
| | c. Property Update | Scott Steiner / Brian Church |
| VII. | Training Class of April 18, 2019 Next Steps: | Joel Callins |
| | a. Discussion | |
| | b. Submission of Ideas to Ad-Hoc Committee for final discussion at August 15, 2019 HAADC meeting | |
| VIII. | Ad Hoc Committee on Hospital Authority Benchmarking Update | Chair |
| IX. | Consideration of vote to close meeting for Executive Session | Chair |
| X. | Additional Business | |
| XI. | Adjournment | |

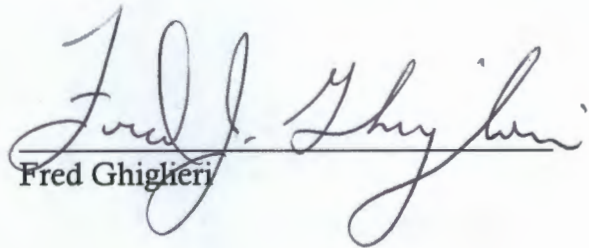
STATE OF GEORGIA
COUNTY OF DOUGHERTY

AFFIDAVIT RELATIVE TO CLOSED MEETING

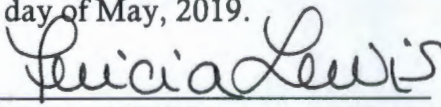
Personally appeared before the undersigned, Fred Ghiglieri, who having been duly sworn, deposes and states as follows:

1. I am over the age of 18 years, I am suffering under no disabilities and I am competent to testify to the matters contained herein.
2. I am the Chair of the Board of the Hospital Authority of Albany-Dougherty County, Georgia (the "Authority") and presided over the Closed Session.
3. On May 16, 2019, at a meeting of the Authority Board, a motion was duly approved in a roll call vote for the Authority Board to go into closed session for the purposes of : (i) engaging in privileged consultation with legal counsel; (ii) to discuss potentially valuable commercial plans, proposals or strategy that may be of competitive advantage in the operation of Phoebe Putney Memorial Hospital or its medical facilities; and (iii) to discuss confidential matters or information pertaining to peer review or provided by a review organization as defined in O.C.G.A §31-7-131.
4. To the best of my knowledge and belief, the business conducted during the closed portion of the meeting was devoted solely to the above matters for which the meeting was closed.

This the 16th day of May, 2019.


Fred Ghiglieri

Sworn to and subscribed before me this
16th day of May, 2019.


NOTARY PUBLIC (SEAL)
Dougherty County, Georgia
My Commission Expires: 02-23-21



HOSPITAL AUTHORITY OF ALBANY-DOUGHERTY COUNTY, GEORGIA

Financial Statement Update
 March-2019 YTD Financials
 Fiscal Year 2019
 May 16th Authority Meeting

HOSPITAL AUTHORITY OF ALBANY-DOUGHERTY COUNTY, GEORGIA	
BALANCE SHEET	
3/31/2019	
	Unaudited
	March 31, 2019
ASSETS	
Current Assets:	
Cash and cash equivalents	\$ 100,735
Assets limited as to use - current	-
Patient accounts receivable, net of allowance for doubtful accounts	-
Supplies, at lower of cost (first in, first out) or market	-
Other current assets	-
Total current assets	100,735
Property and Equipment, net	-
Other Assets:	
Goodwill	-
Total other assets	-
Total Assets	\$ 100,735

HOSPITAL AUTHORITY OF ALBANY-DOUGHERTY COUNTY, GEORGIA	
BALANCE SHEET	
3/31/2019	
	Unaudited March 31, 2019
LIABILITIES AND NET ASSETS	
Current Liabilities:	
Accounts payable	-
Accrued expenses	2,190
Estimated third-party payor settlements	-
Deferred revenue	-
Short-term obligations	-
Total current liabilities	2,190
Total liabilities	2,190
Net assets:	
Unrestricted	98,545
Total net assets	98,545
Total liabilities and net assets	\$ 100,735

HOSPITAL AUTHORITY OF ALBANY-DOUGHERTY COUNTY, GEORGIA	
STATEMENTS OF REVENUES, EXPENSES AND	
CHANGES IN UNRESTRICTED NET ASSETS	
3/31/2019	
	Unaudited March 31, 2019
OPERATING REVENUE:	
Net patient service revenue (net of provision for bad debt)	-
Lease Consideration	12,000
Total Operating Revenue	12,000
OPERATING EXPENSES:	
Salaries and Wages	-
Employee health and welfare	-
Medical supplies and other	-
Professional services	18,564
Purchased services	185
Depreciation and amortization	-
Total Operating Expenses	18,749
Operating Loss	(6,749)
NONOPERATING INCOME (EXPENSES):	
Gain in Long Term Lease	-
Interest Expense	-
Total Nonoperating Income	-
EXCESS OF REVENUE OVER EXPENSE	(6,749)
*** Professional Fees Include Legal Fees, Audit Fees and Consultant Fees	
** Purchased Services include Bank Account Fees	

Questions



Phoebe CEO Report



Scott Steiner
President/CEO



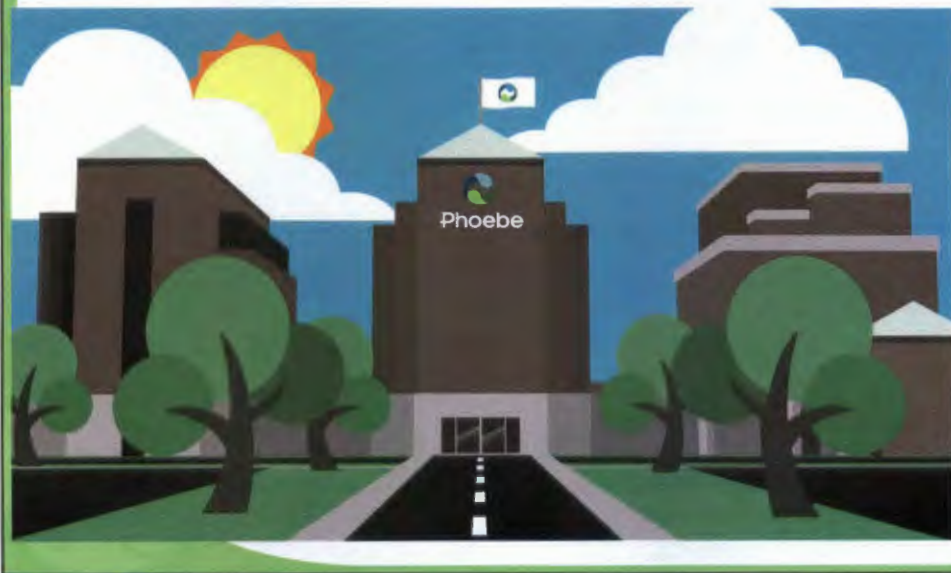
Welcome Tony Welch

**Senior Vice President and
Chief Human Resources Officer**

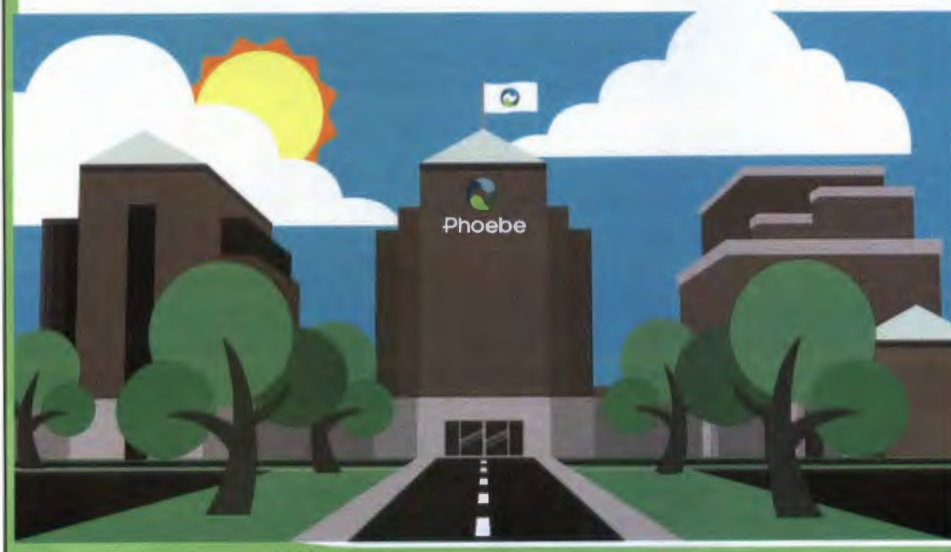


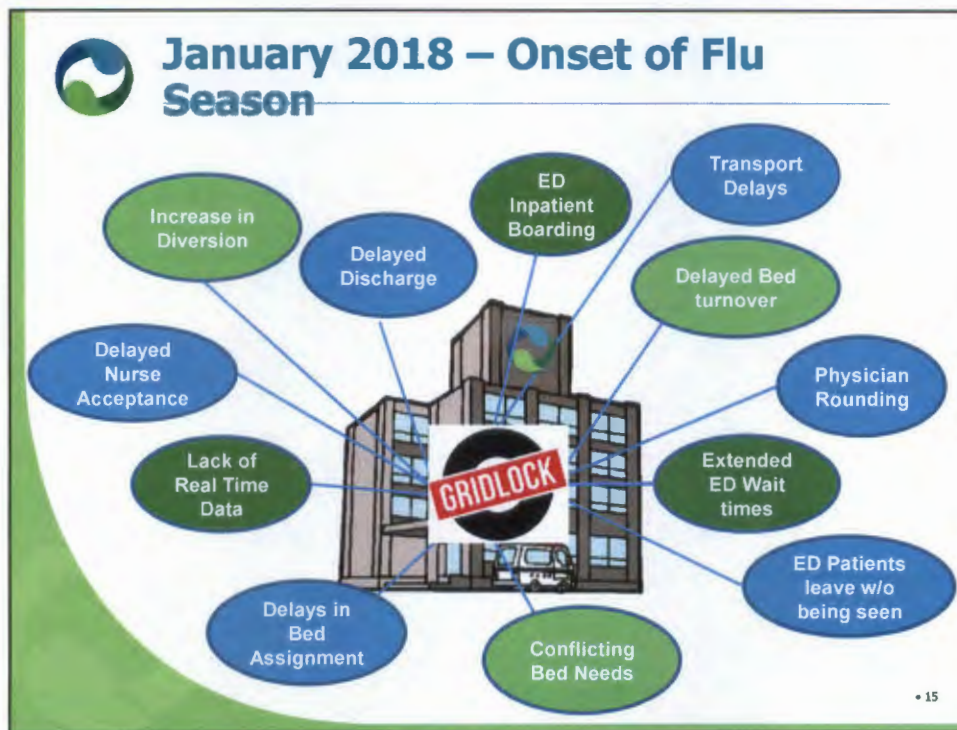
Phoebe Command Center
Board Presentation – May 2019

 Phoebe Care Command



 Phoebe Care Command





Temporary Solution

- Mini Executive Command Center was created and staffed by:
 - Senior Vice Presidents
 - Vice Presidents
 - Performance Improvement team members
 - Department Directors
 - Managers
- Analyzed holds, identified immediate barriers and found immediate solutions
- VPs were able to clear barriers and improved patient flow ensued

*Recognizing the **success** of and **need** for a sustainable model moving forward, the search for a **permanent command center** model began.*

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Command Center Design

Proactive vs. Reactive

- Discharge Efficiency
- Identifying Potential Discharges Earlier
- NET Transport Efficiency
- Expedited External Transfers
- Appropriate Bed Placement
- Predictive Modeling
- Real Time Data
- Transparency
- Accountability
- Sustainability

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Research

- National search for command center technology focused on healthcare patient flow
- Teletracking- *Gold Standard* in the industry
 - Demo
 - Site visits
 - Reference checks
- Physical command center space was available in less than 2 months
- 3-month implementation

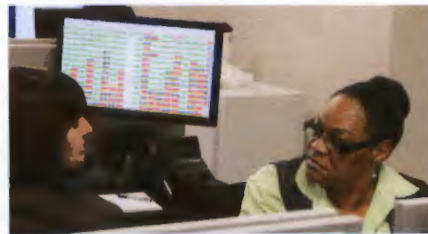
TeleTracking
Best Practices

— DRIVING —
OUTCOMES
— WITH —
BEST PRACTICES



Establishing Care Command Role

- Executive support to implement all TeleTracking Best Practices
- Mission, Vision, Values & Goals
- Patient flow governance



- Bed Placement
- Central Transport
- NET Transport
- EVS
- Registration
- Staffing
- Bed Flow Coordinator
- Transfer Center RNs
- Referral Coordinator (Post Acute)
- Care Manager
- ED Activity Monitoring
- ED Case Management
- Hospitalist Activity
- Imaging IP Scheduling
- Data Business Analyst


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Patient Flow Strategic Imperatives



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Go Live: February 26

DAYS • HOURS • MINUTES • SECONDS


00 00 00 00

Get Ready:
We Are Going LIVE with
TeleTracking!

Phoebe

Phoebe | Today is the Day!

TeleTracking





Wendy Williams, MSW
TeleTracking & Care Coordinator

Today is the day we've been waiting patiently for! For the past several months, we've been working hard to get the Phoebe TeleTracking system up and running. Today, the tracking will go live at Phoebe Primary Medical Center.

We are going to be tracking, which means a lot of the attached information will be shared. We are going to be tracking, which means a lot of the attached information will be shared. We are going to be tracking, which means a lot of the attached information will be shared.

If you are unable to find a replacement or have any other questions, please contact the Data Conversion Center via email at DataConversion@phoebe.org.

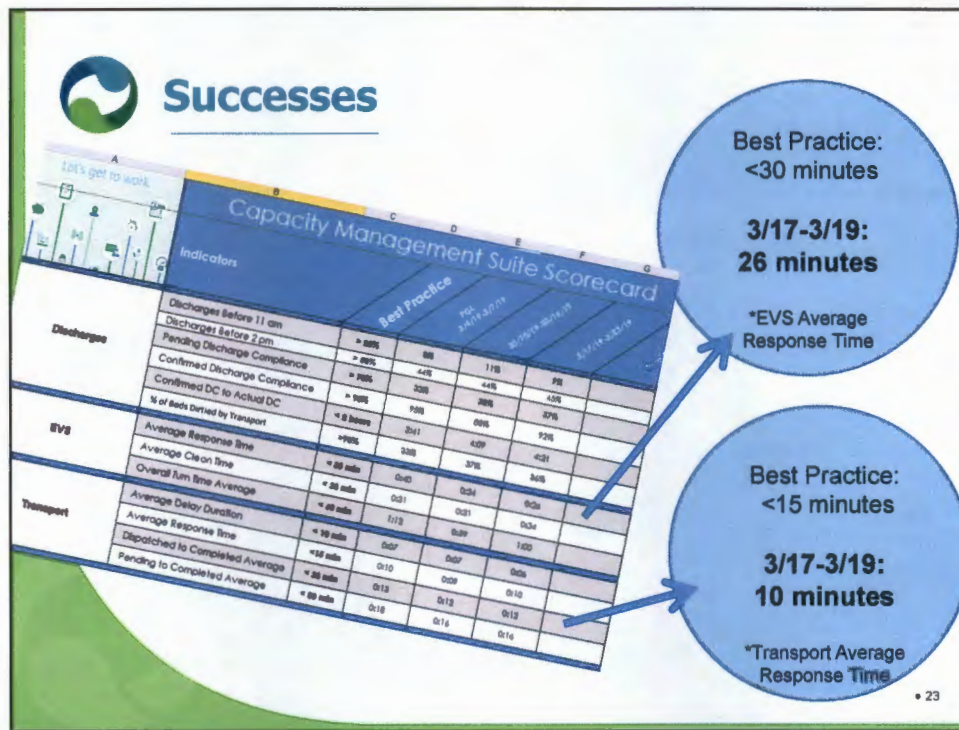



PhoebeTeleTracking - All Units - Internet Explorer

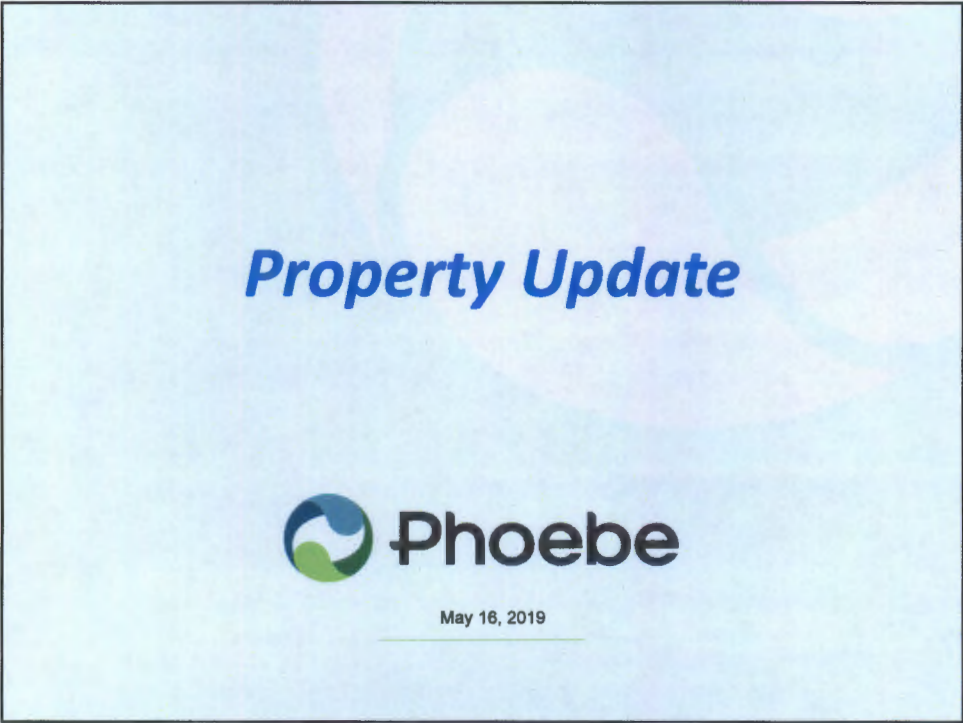
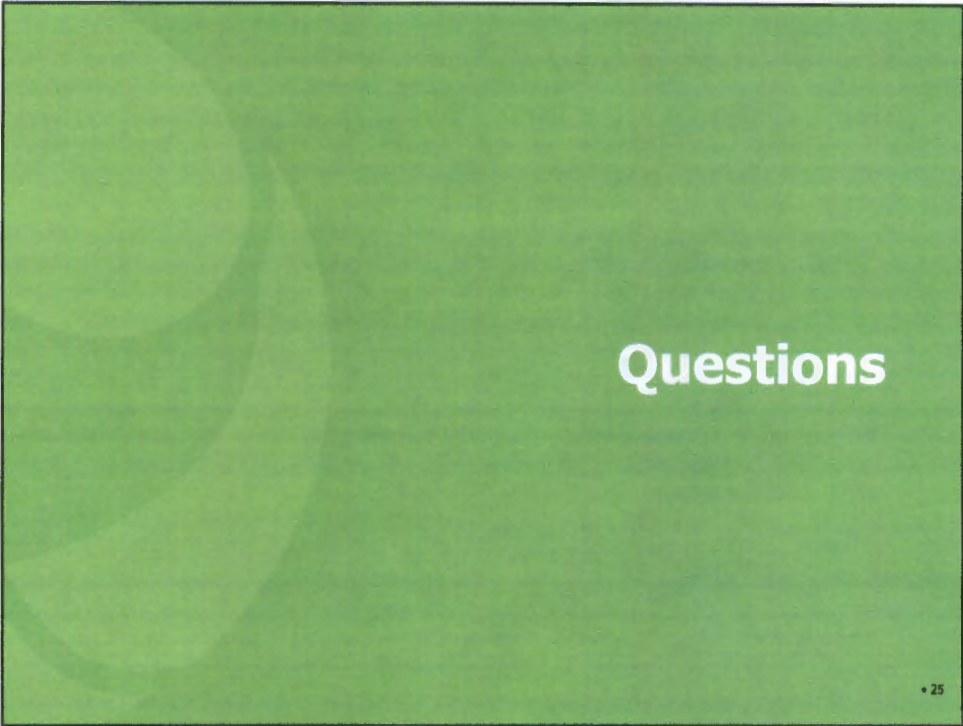
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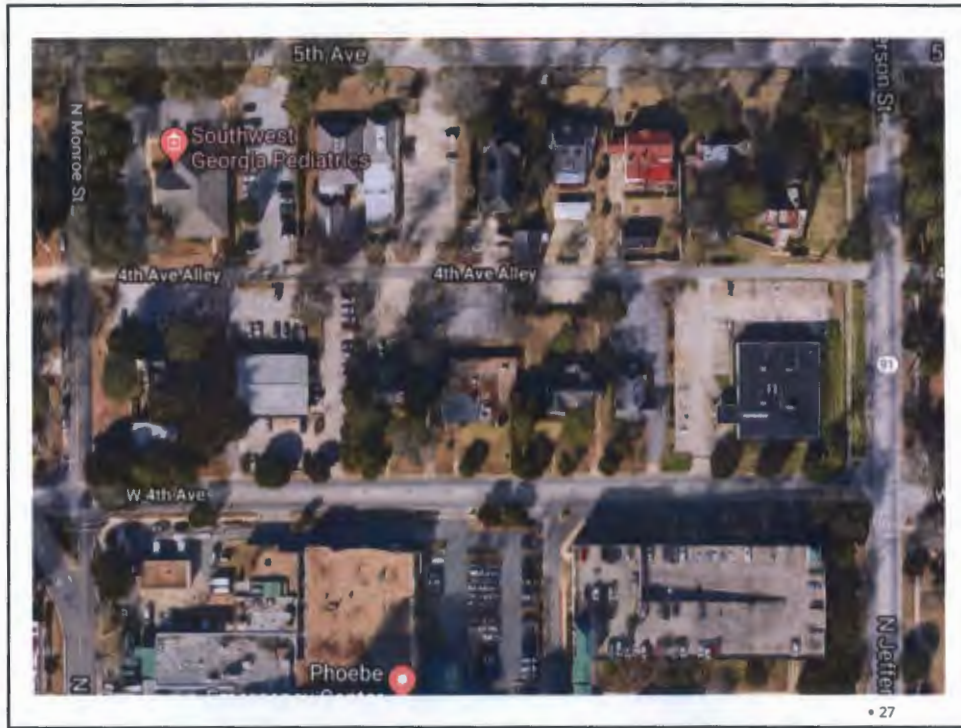
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80 AB P0	82 AB P0	81 AB P0	81 AB P1	83 AB P0	82 AB P0	80 AB P0	82 AB P0	82 AB P0	80 AB P0	80 AB P0
S	S	S	S	S	S	S	S	S	S	S
P.248	P.279	P.279	P.285	P.435	P.478	P.4C	P.636	P.680	P.721	P.728
S	S	S	S	S	S	S	S	S	S	S
P.268	P.286	P.317	P.399	P.437	P.488	P.488	P.637	P.689	P.725	P.728
S	S	S	S	S	S	S	S	S	S	S
P.264	P.285	P.310	P.310	P.435	P.480	P.480	P.636	P.631	P.714	P.721
S	S	S	S	S	S	S	S	S	S	S
P.260	P.281	P.316	P.311-A	P.430	P.419	P.421	P.615	P.632	P.715	P.725
S	S	S	S	S	S	S	S	S	S	S
P.264	P.282	P.310	P.312-A	P.430	P.411-A	P.483	P.632	P.682	P.718	P.729
S	S	S	S	S	S	S	S	S	S	S
P.260	P.284	P.321	P.322-B	P.431	P.422-A	P.433	P.631	P.680	P.717	P.720
S	S	S	S	S	S	S	S	S	S	S
P.255	P.289	P.322	P.431	P.432	P.432-A	P.433	P.632	P.680	P.719	P.721



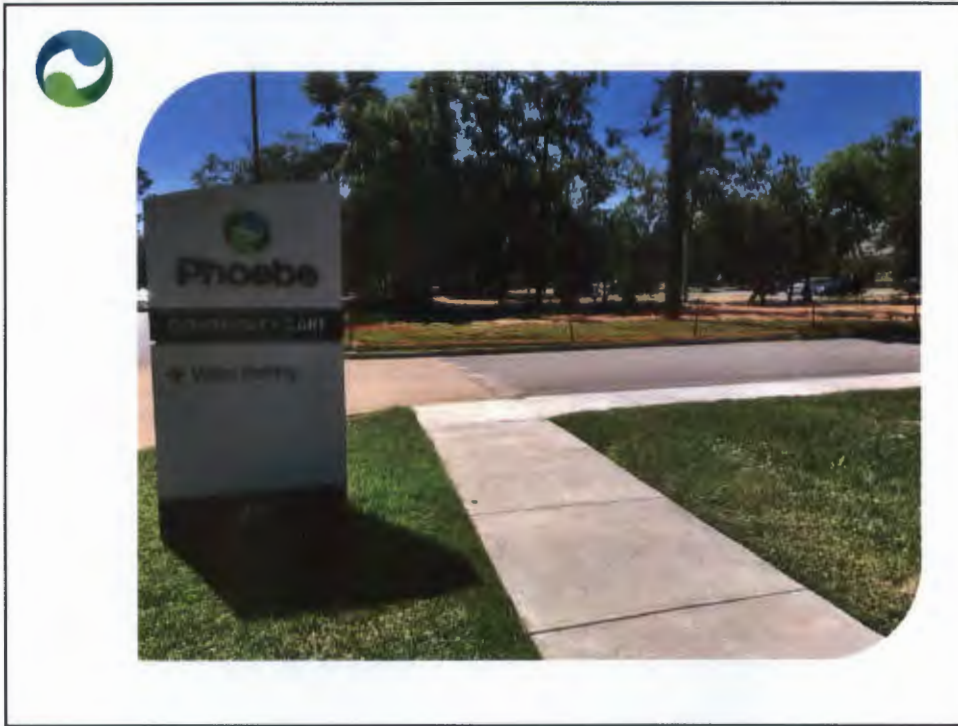
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- Next Steps**
- Objectives moving forward
 - Implement the OR patient flow system integrated with Teletracking capacity management
 - Continue to drive root cause of issues stalling metrics
 - Work with Performance Improvement team for issue resolution
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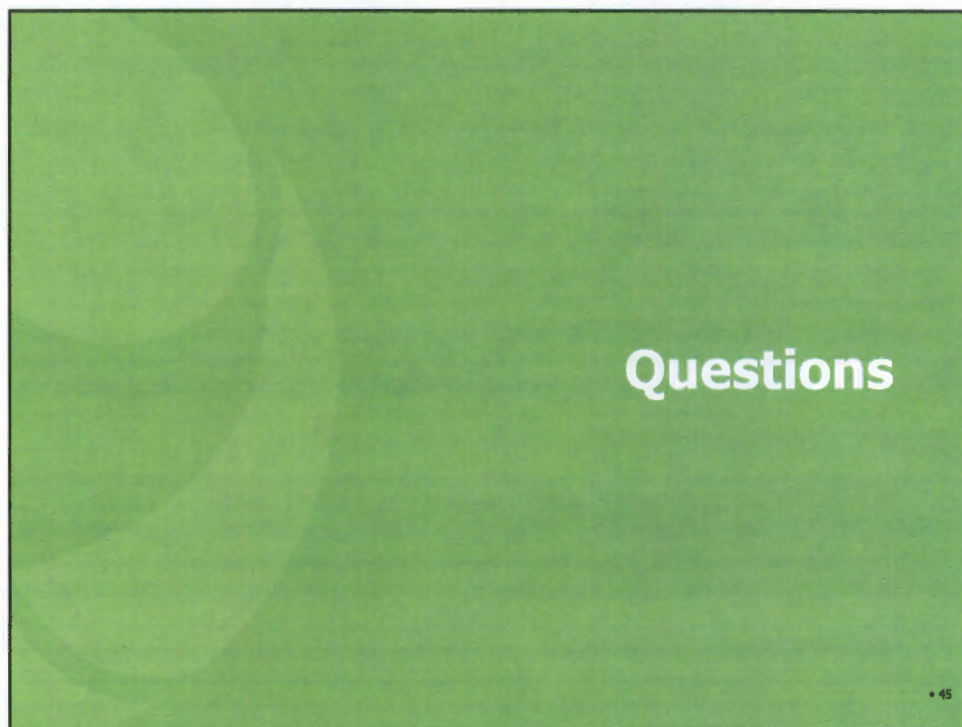















Hospital Authority
of Albany/Dougherty County

Ad Hoc Committee on Hospital Authority Benchmarking Update

AD HOC COMMITTEE NOTES
(Ghiglieri-Tucker-Hudson)

AUTHORITY BENCHMARKING

Hospital Authority web sites Georgia

Tifton	tiftregional.com	hospital info-Authority members only
Athens	athensclarkcounty.com	Member names only
Columbus	hacga.com	Links to nursing homes, other facilities
Savannah	savannaga.gov	Member names only
Jefferson Louisville		hospital info only
Valdosta	sgmc.org	hospital info
Effingham county - Springfield	lowndescounty.com	Member names only
Habersham	effinghamcounty.org	Member names only
wayne county - Jesup	habershammedical.com	Member names - Hospital info
Glenn County - Brunswick	healthcare4ppl.com	Member names - Hospital info
	sghs.org	Hospital link into Hospital info : (ie Phoebe page)

CURRENT WORK - NEXT STEPS

Contact some Hospital Authority Leaders for Phone discussion
Recommendation to HAADC on May 16, 2019

Ad-Hoc Committee / Authority Comparison
(Ghiglieri - Tucker - Hudson)

21-Mar-19
Conference Call
Mr. Coleman's Office

Hall County and The City of Gainesville
Vicky Curtis

- I. **New Member Orientation Agenda**
(see separate attachment)
- II. **Information in a Handbook**
- III. **Governance Institute**
Webinars
- IV. **Every 2 to 3 Years : Board Retreat with all Three Boards**



Governance Institute
website